



**CLASSIFIED EMPLOYEE  
PERFORMANCE PAY PROGRAM**

June, 2001  
Revised November, 2001

## **NORTHEASTERN JUNIOR COLLEGE Performance Pay Program for Classified Staff**

### **I. OVERVIEW**

The purpose of this plan is to implement performance pay at Northeastern Junior College and promote employee excellence within the College to optimize our potential to achieve individual, college and system goals and objectives. This plan was developed in accordance with CRS 24-50-104(1)(c)(IV), enacted by the Colorado General Assembly as part of SB 00-211. Input was received from a group of classified employees of the Community Colleges of Colorado. This plan will require employees and supervisors to work collaboratively on performance planning and evaluation.

### **II. PERFORMANCE MANAGEMENT**

All employees at Northeastern Junior College will be evaluated using the period from April 1 to March 31 of each fiscal year. Supervisors are responsible for developing performance plans for each of their employees by April 30 of each year. A minimum of one mid-year review must be conducted prior to January 15 of each year with supervisors providing ongoing coaching and feedback throughout the year. Year-end evaluations must be completed and submitted to Human Resources not later than April 15 of each year. Evaluations will be placed in each employee's personnel file in the Human Resources Office for record keeping purposes.

The performance plan will contain the statewide uniform core competencies as defined by the State Personnel Director. These core competencies are as follows: communication, interpersonal skills, customer service, accountability, and job knowledge. In addition, supervisors will have a factor in their own performance plan that measures and evaluates the effectiveness of performance management of their employees. The performance plan will include job duties (taken from the employee's respective position description questionnaire) and goals as well as contain a customer service factor in accordance with NJC's goals. Teamwork may be used as a measure in an employee's individual performance plan. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate.

Each performance plan will contain four possible rating levels: Level 1 – Needs Improvement, Level 2 – Fully Competent, Level 3 – Exceeds Expectations, and Level 4 – Meritorious. Within each category, the supervisor should indicate the standard of performance that will rate the employee "fully competent" and the standard of performance that will rate the employee "meritorious." If the employee doesn't meet the fully competent standard, s/he will be rated as needs improvement for that category. If an employee receives an overall "needs improvement" rating, s/he will receive a corrective action or performance improvement plan.

Employees will be evaluated and rated based upon their performance. They will not be evaluated based upon quotas of a number of ratings in each of the four performance levels. The supervisor is responsible for planning and evaluating an employee's job performance. If the supervisor fails to plan and/or evaluate an employee's job performance, the supervisor's supervisor is responsible for completing the plan/evaluation. This process continues through the chain of command up to the President of the College until the plan and/or rating is completed as required by law. The rater's supervisor is required to review the evaluation of the employee's performance. In the event that an employee does not receive a final performance evaluation, the employee will receive a default rating of "fully competent".

Supervisor's evaluation of the employee's performance must be reviewed and signed by the next higher level supervisor prior to reviewing it with employee, as required in the Performance Planning/Evaluation Form (Attachment A) and to monitor the quality and consistency of performance ratings within the department before final overall ratings are provided to employee.

All supervisors are subject to the sanctions imposed by CRS 24-50-118 (Attachment B) for failure to plan and/or evaluate an employee's performance in a timely manner. Under the State Personnel Director's Administrative Procedures, classified supervisors who don't do timely plans and evaluations are also not eligible for performance awards.

Supervisors and employees will participate in an eight-hour mandatory performance management training to ensure that performance criteria relates appropriately to individual jobs, that the measurements accurately reflect performance requirements, and that employees receive sufficient performance feedback to meet or exceed organizational requirements and expectations.

Northeastern Junior College will comply with the reporting requirements as specified by the State Personnel Director.

All supervisors of new employees are responsible for completing the planning phase of the evaluation process within 30 days of hire. All other steps in the evaluation process are the same as a current employee.

## ALLOCATION

Permanent classified employees are eligible for a performance award each year (may be base-building, non-base building, a combination, or none). The College President will determine the amount or type of merit increase following budget allocation in accordance to statute. Annual base and non-base building performance awards will be a percent of salary, effective on the statewide common date of July 1. Awards are subject to funding and no award is guaranteed. Non-base building awards must be re-earned annually. Non-base building awards are paid in a lump sum with the July payroll. The following allocation grid defines award parameters:

RATING	Below Range Maximum	At Range Maximum
	Performance Increase	Performance Increase
Level 1	0	0
Level 2	> 0 to X%@	0
Level 3	> X% to Y%@	0
Level 4	> Y% to Z%*	Up to Z%*

@ Value of X and Y will be determined by the President according to budget allocations each year

\* Value of Z will not exceed what is set by State Personnel Director

## PERFORMANCE AWARDS

Annual performance awards are based on the overall evaluation at the end of the performance cycle. No award is guaranteed. Teamwork may be measured as a component of an individual's performance plan and awards (base and non-base) proportioned accordingly. Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established. Statewide Uniform core competencies

(communication, interpersonal skills, customer service, accountability and job knowledge) cannot be disregarded in the final rating for each employee.

- ***Needs Improvement rating (Level One):***

Employee is not eligible for any type of performance award. A “Needs Improvement” rating will result in a corrective action.

- ***Fully Competent rating (Level Two):***

A “Fully Competent” employee with a base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases (refer to example above). The minimum award for Fully Competent shall be greater than zero. The maximum award shall be less than the minimum award set for Level Three. Awards are not guaranteed and are subject to available funding.

The award may be base building or non-base building, or a combination of both but may not exceed range maximum. Type of award to be determined by the College President following budget allocation and communicated to classified employees at that time. All employees below the maximum of the range will receive the same award determined for this level of performance.

If base salary is at or above range maximum, the employee is not eligible for any monetary performance award for the year, however, may be eligible for non-cash awards.

- ***Exceeds Expectation (Level Three)-***

An “Exceed Expectations” employee with base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases (refer to example on Page 2). The minimum award for Level Three shall be greater than the maximum of Level Two. The maximum of Level Three shall be less than the minimum award set for Level Four. Awards are not guaranteed and are subject to available funding.

The award may be base building or non-base building, or a combination of both but may not exceed range maximum. Type of award to be determined by the College President following budget allocation and communicated to classified employees at that time. All employees below the maximum of the range will receive the same award determined for this level of performance.

If base salary is at range maximum, employee is eligible for non-cash awards only.

Only meritorious ratings are eligible, at the discretion of the appointing authority, for non-base building monetary awards above range maximum.

- ***Meritorious (Level Four)-***

The meritorious level is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment.

A “Meritorious” employee with base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency based upon the amount that would have been paid out for anniversary increases. The minimum of Level Four shall be greater than the maximum of Level Three. The maximum of Level Four is the maximum percentage set annually by the State Personnel Director. Awards are not guaranteed and are subject to available funding. All employees below the maximum of the range will receive the same award determined for this level of performance.

The award may be base building or non-base building, or a combination of both but may not exceed range maximum. Type of award to be determined by the College President following budget allocation and communicated to classified employees at that time. All employees below the maximum of the range will receive the same award determined for this level of performance.

If base salary is at range maximum, the employee is eligible for a non-base building monetary performance award up to the maximum percentage established annually by the State Personnel Director and published in the Total Compensation Survey or **non-cash awards**.

Only meritorious ratings are eligible, at the discretion of the appointing authority, for non-base building monetary awards above range maximum.

Award payouts for new hires shall be prorated from the date of hire.

The use of non-salary incentives and monetary incentives currently available will be encouraged to supplement salary-based performance awards.

Once an employee is notified of a non-base building performance award and if the employee leaves state service due to retirement, resignation, death, transfer or termination, the award will be paid in full by Northeastern Junior College.

***First Year Transition:***

- Employee award during the first year transition will be calculated using the statewide employee based annualization process.

***Timing of Award Payments:***

- Base building awards will be spread evenly over the award period
- Non-base building awards will be paid in one lump sum on July payroll
- Non-base building awards must be re-earned annually

***Notification of Awards:***

- Notice of awards will be provided to the employee at the completion of all evaluations and subsequent dispute resolution.

### **III. DISPUTE RESOLUTION**

The Community Colleges of Colorado will utilize one common dispute resolution process as prescribed by the Community Colleges of Colorado (Attachment C).

### **IV. TRAINING**

Performance management training for supervisors was conducted by a professional consultant during 2000. The training lasted approximately eight hours. Each supervisor was given a comprehensive training manual. In addition, Northeastern Junior College has used the performance management services of GSS staff to train classified staff in the importance of performance management. The services of GSS staff have been requested to provide additional training to new staff and ongoing training to current staff.

### **V. PROGRAM EVALUATION**

The Human Resources Office will solicit input from the classified staff and supervisors regarding the Performance Management Process. Modifications may be made due to changes in state guidelines.

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**State of Colorado**  
**Department of Personnel**  
**General Support Services**